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HARVARD UNIVERSITY
ALLSTON CAMPUS MASTER PLAN

1991 UPDATE

HARVARD UNIVERSITY PLANNING GROUP

In April 1999, Harvard University issued a Five-Year Plan for the Allston-Brighton Campus. The Plan, prepared in accordance with the requirements of the Allston-Brighton Interim Planning Overlay District ("IPOD") and the City's Interim Planning Standards, has been approved by the Allston-Brighton Planning and Zoning Authority ("ABPA") and by the Boston Redevelopment Authority ("BRA").

CONTENTS

- I. Introduction
- II. Update to Master Plan
- III. Consistency with Master Plan Objectives
- IV. Community Benefits

Updates of the Allston-Brighton Campus Master Plan will be presented to a range of community representatives and City officials. This process will include the Harvard University Master Plan Task Force, composed of neighborhood representatives, the Allston-Brighton Plan, and the City.

I. INTRODUCTION MASTER PLAN

In April 1989, Harvard University issued a Five-Year Plan for its Allston Campus. The Plan, prepared in compliance with the requirements of the Allston-Brighton Interim Planning Overlay District ("IPOD") and the City's Interim Planning Standards, has been approved by the Allston-Brighton Planning and Zoning Advisory Committee ("PZAC") and by the Boston Redevelopment Authority ("BRA").

This is the first in a series of Updates to be prepared by Harvard University. Each Update will briefly describe key activities and projects of the past year, as well as new, planned projects as they relate to Master Plan implementation.

Updates of the Allston Campus Master Plan will be presented to a range of community representatives and City agencies. This process will include the Harvard University Master Plan Task Force composed of neighborhood representatives, the Allston-Brighton PZAC, and the BRA.

As described in the Allston Campus Master Plan, a building is planned in a central location along the west side of the existing entry drive from Western Avenue to house a Chilled Water Plant for the Business School. Today approval for the Chilled Water Plant was obtained in the spring of 1989. Construction of the facility is underway and scheduled to be completed in June 1990.

The plant will replace 33 individual chilled water facilities located throughout the Allston Campus. In comparison with the existing facilities (which will be disconnected and removed), the plant's siting, the modern equipment, and the relative efficiency represent a significant improvement in terms of visual quality and environmental conditions.

4. Morgan Hall Addition and Renovation

As described in the original Allston Campus Master Plan, an addition of approximately 93,000 square feet of office space is underway for Morgan Hall, the faculty office building located on Harvard Way just west of Baker Library. The purpose of this addition is to consolidate faculty offices from various locations throughout the campus, and to improve the working conditions for faculty. Additionally, the building will be brought up to code, wiring building infrastructure will be addressed, as will handicapped access.

II. UPDATE TO MASTER PLAN

A. Activities Relating to Projects Described in Allston Campus Master Plan

1. Office for Information Technology

As described in the Allston Campus Master Plan, a new building of approximately 84,000 square feet was planned to house the University's Office for Information Technology ("OIT"). The building was proposed to be located at the northwest corner of the Western Avenue/North Harvard Street intersection. Although development of the OIT Building was originally planned to move forward soon after submission of the Master Plan, the University has not advanced the project significantly during the past year, and several other options for meeting OIT's space needs are being explored.

2. Chilled Water Plant

As described in the Allston Campus Master Plan, a building is planned in a central location along the west side of the existing entry drive from Western Avenue to house a Chilled Water Plant for the Business School. Zoning approval for the Chilled Water Plant was obtained in the spring of 1989. Construction of the facility is underway and scheduled to be completed in June 1992.

The plant will replace 22 individual chilled water facilities located throughout the Allston Campus. In comparison with the existing facilities (which will be disconnected and removed), the plant's siting, its modern equipment, and its relative efficiency represent a significant improvement in terms of visual quality and environmental conditions.

3. Morgan Hall Addition and Renovation

As described in the original Allston Campus Master Plan, an addition of approximately 60,000 square feet of office space is underway for Morgan Hall, the faculty office building located on Harvard Way just west of Baker Library. The purpose of the addition is to consolidate faculty offices from various locations throughout the campus, and to generally relieve overcrowded conditions for faculty, administration, and staff. Simultaneously, this building will be brought up to code, wiring and building infrastructure will be addressed, as will handicapped access.

After completion of the addition and associated renovations, Morgan Hall will house 160 faculty, 83 staff, and between 78 and 94 research assistants. Of the above, 91 faculty and 70 staff members were previously employed in Morgan Hall. The remainder, including all of the research assistants, are presently occupying dormitory, living and common space elsewhere on the Allston Campus. Eventually, this dormitory space will be returned to residential use. No new students or employees are expected as a result of the project.

In November 1989, Harvard University submitted a Draft Project Impact Report and Transportation Access Plan for Morgan Hall to the Boston Redevelopment Authority. These reports address a broad range of design, transportation, and environmental topics, and they document that the project will have little if any impact on the Allston-Brighton community.

The Draft Project Impact Report also presents the project's design, which was developed after submission of the Master Plan. Construction of the addition is underway, and will be completed within two years. Construction staging for the project is occurring in the area just south of Morgan Hall, currently occupied by tennis courts.

B. Projects Planned Since Master Plan Submission

1. Temporary Office Use at Soldiers Field Park

To renovate and construct the addition to Morgan Hall, the existing building has been vacated for a two year period. To accommodate displaced faculty and staff, 70 apartments in the Soldiers Field Park housing complex are being temporarily used as office space. A sufficient number of units have been vacated as part of the normal semester turnover such that no residents of Soldiers Field Park were displaced as a result of this temporary action. Once the Morgan Hall addition is completed, these units will be reconverted to residential use. No significant construction or physical alteration will occur as part of this process. Harvard has obtained a Temporary Use Permit from the Inspectional Services Department for this use of Soldiers Field Park.

2. 230 Western Avenue

In the summer of 1989, Harvard acquired the office building located at 230 Western Avenue in Allston. The property is situated near the southwest corner of the intersection of Western Avenue and North Harvard Street. The building contains five floors, and is served by 119 parking spaces located in a rear at-grade lot. The building is partially leased to a number of private companies as office space.

Harvard University plans to use 230 Western Avenue to address both future and current needs. During the summer of 1990, the Business School's Publishing Group was moved from Morgan Hall to 230 Western Avenue. The Publishing Group may or may not move back into renovated Morgan Hall, depending on a variety of factors. The Publishing Group is occupying approximately 8,000 square feet of 230 Western Avenue. For the immediate future, the balance, 42,000 square feet, will continue to be leased to private companies. As needs arise, and as leases at 230 Western Avenue expire, the University may (but need not) occupy additional office space at this location. A Conditional Use Permit has been granted for 230 Western Avenue to allow for future use flexibility, involving a process which allowed for public comment on the plans.

Due largely to the acquisition of 230 Western Avenue, Allston-Brighton representatives have requested that Harvard provide information which will help the community better understand the factors which contribute to facility needs which cannot be accommodated on existing Harvard property. In response to this request, Harvard will include in future Master Plan Updates a discussion of factors which affect decisionmaking regarding additional space to serve Harvard's institutional needs. Examples of such factors would include planned changes in student enrollment, planned changes in staff or faculty levels, planned construction projects which could create the need for replacement facilities on a temporary basis, the need to replace outdated facilities, new project initiatives which cannot be accommodated on existing Harvard property, or the need or desirability of preserving existing open space within Harvard's Allston campus. Although Harvard reserves the right to acquire and use property it deems appropriate and necessary for future institutional needs, Harvard also recognizes a responsibility to consult with the community concerning institutional use of property.

3. Business School Chapel

When the Harvard Business School campus was first designed in the 1920's, a chapel was proposed. This was in keeping with the goal of creating a sense of community, and of establishing a setting where spiritual as well as intellectual and recreational needs could be met. However, budgetary constraints prevented the School from proceeding with a chapel.

The Harvard Business School has now begun initial planning to determine the feasibility of constructing a chapel on the Business School campus. Among the topics being studied are design concepts, budget, programmatic requirements, and schedule. The chapel would serve staff, students, faculty, and visitors of all faiths.

As shown in the accompanying figure, the chapel site is located south of Morgan Hall in an area currently occupied by landscaping. Tennis courts in the area will be rebuilt and surrounded by a garden wall. More detailed information concerning the chapel's size, design and orientation will be presented to the PZAC and Master Plan Task Force as part of the project's permit review process.

4. New Entry Drive off Western Avenue

The University's long-range Allston Campus Master Plan included the development of a prominent south entrance to the Business School area from Western Avenue. The University proposes to start the development of this south entrance within the next five years. Initial development of this new south entrance would probably include widening and realigning an existing curb cut on Western Avenue. The entrance would also be further defined by setting the curbs for a new prominent roadway into the Business School area and putting in grass strips with a sidewalk. The long-range plan is to complete the development of this new south entrance from Western Avenue when Baker Library is renovated and the associated south entry court to Baker Library is created.



Harvard University
 Allston Campus Master Plan

Update -- February 1991

Five Year Plan

Harvard University Planning Office



III. CONSISTENCY WITH MASTER PLAN OBJECTIVES

Summary

In addition to describing specific planned projects, the Allston Campus Master Plan submitted by Harvard University sets forth a range of objectives to guide future planning of its Allston property. These objectives involve issues such as land use, building design, and community benefits. The new projects described in this Update are consistent with the goals and priorities which are described in the Master Plan. These goals include those of the Plan itself, as well as those of City policy documents referenced in the Plan. These include the Allston-Brighton Interim Planning Overlay District (IPOD), the underlying zoning, and the Western Avenue Boulevard Planning District. The following section discusses new projects which have been described in this Update in terms of their consistency with pertinent objectives of the Allston Campus Master Plan. Also presented is an update of information pertaining to parking management and mitigation.

A. Consistency with Master Plan

1. Temporary Faculty Offices at Soldiers Field Park

Renovation of Morgan Hall requires temporary use of a portion of Soldiers Field Park for office space. Although this short-term use of space for faculty offices will mean fewer units in the short-term supply, the long-term effect will be a net increase in housing supply because expansion of Morgan Hall will be facilitated and other space originally used for residential units will be freed up for residential use again.

2. 230 Western Avenue

(a) The acquisition of 230 Western Avenue allows Harvard University to address a portion of both its short-term and long-term space needs by making use of existing, rather than new, development.

(b) For the immediate future, the University's use of 230 Western Avenue will facilitate its plans for the renovation and expansion of Morgan Hall, a programmatic element described in the Allston Campus Master Plan. In general, it is anticipated that the University's use of this building will be to provide general office space, as opposed to academic space, for existing programs, a principal objective of the Master Plan.

(c) The University's planned short-term and long-term use of 230 Western Avenue is consistent with the building's existing use as office space. Institutional uses such as classrooms or dormitories, are not planned for this property.

(d) The planned use of the building for general office space by the University is also consistent with zoning. The property is currently within the Allston-Brighton IPOD, and within the underlying zoning's M-1 (Light Manufacturing) District. As requested by the Allston/Brighton PZAC, the University will pursue a Conditional Use Permit for occupancy of this building; however, it should be noted that office space uses are allowed as-of-right within an M-1 District. The University will also pursue an Interim Planning Permit which is required of any change of use within the M-1 District in the North Allston Area of the Allston-Brighton IPOD. Control of the management and maintenance of 230 Western Avenue will provide Harvard with the ability to ensure that in the future, the building's landscaping and ground-level treatment is consistent with the guidelines for the Western Avenue Boulevard Planning District.

(e) Because Harvard's use of 230 Western Avenue is a continuation of using the space for offices, no traffic impacts will result. Existing circulation patterns to, through, and from the building will be maintained.

The existing 119 spaces in the rear of the building provide on-site parking. Harvard will undertake activities to encourage the employees of tenants at 230 Western Avenue to use the building's rear parking lot or satellite lot. Specifically, Harvard's efforts will include:

1. Annually conducting an inventory of license plate numbers of Harvard employees and tenants' employees at 230 Western Avenue;
2. Three times each year, monitoring the parking situation of Riverdale Street and adjacent public streets in order to determine whether Harvard employees or tenants' employees are parking on these streets;
3. Three times each year, notifying and formally requesting Harvard employees and tenants' employees to refrain from parking on Riverdale Street and adjacent public streets;
4. Aggressively encouraging Harvard employees to use the balance of the 153 parking spaces;

5. Providing, on a pilot basis, "neighborhood visitor" parking spaces (weekdays from 7 am to 8 pm) behind 230 Western Avenue so that residents of Riverdale Street have an additional parking option available to them;
6. Discussing with the community, prior to the next master plan Update, Harvard's institutional transportation and parking policies, including pricing policies and mitigation strategies, as they relate to Allston-Brighton;
7. Including, in the next master plan Update, a report on the status of efforts to discourage Harvard employees and tenants' employees from parking on Riverdale Street and adjacent public streets, and agreeing to submit a revised parking mitigation plan should the status report evidence the need for one; and
8. Supporting the community's proposals concerning the establishment of resident parking zones on public streets in the area of 230 Western Avenue.

Use of the building by Harvard will result in no negative housing, utility service, or urban design effects.

(f) In keeping with the objectives of the Allston Campus Master Plan, the University's acquisition and use of 230 Western Avenue will result in a number of community benefits. These include:

- Improved building management and maintenance
- Improved safety and security in the area
- At-grade physical improvements
- Full occupancy of building
- After acquiring 230 Western Avenue, Harvard met with neighbors about a longstanding problem regarding garbage trucks using a residential street to access the site. Working with residents of the abutting neighborhood, Harvard arranged for garbage trucks to use an alternative means of entering and exiting the site, avoiding residential streets.

3. Business School Chapel

As discussed earlier, plans for a chapel on the grounds of the Business School are in their early stages. Development of such plans will be conducted in consultation with community representatives and in conformance with planning guidelines set forth in the Allston Campus Master Plan. Potential impacts of the Chapel project are expected to be negligible. The project's visual character and the nature of its use will be appropriate for a location in proximity

to a residential neighborhood.

4. New Entry Drive off Western Avenue

Development of a prominent south entrance to the Business School area from Western Avenue will enhance the character of Western Avenue and further its evolution into a boulevard. There are a number of "back doors" into the University's Allston campus from Western Avenue. This new entry drive will be a "front door" into the campus from the Allston community. Initial development of this new south entrance has been moved from the University's long range plan into the Five-Year Plan in order to help speed up the realization of the Allston community's goals for Western Avenue.

B. Parking Management and Mitigation Update

The original Allston Campus Master Plan included a component which addressed issues pertaining to parking management and mitigation. The parking analysis described the supply and demand for spaces under existing and future conditions, and concluded that program elements identified in the Five-Year Plan will have little impact on area parking demand. None of the projects and activities presented in this Update will result in changes to this conclusion or to the basic parking assumptions, policies, management approaches, or long range goals expressed in the original Master Plan.

Five-Year Plan program elements continue to pose little impact on parking demand because they continue to serve existing University populations or are essentially physical plant service improvements. Because the University's use of 230 Western Avenue for office space will replace a similar use, and because the building is adequately served by on-site parking, little impact on the area's demand for parking will occur. Similarly, projects such as the Business School Chapel, temporary faculty offices at Soldiers Field Park, and the new entry drive off Western Avenue will have no significant impact on parking demand in the area.

IV. COMMUNITY BENEFITS

As a result of recently expanded staffing within Harvard University's Office of Government, Community and Public Affairs, there has been an increase in both the frequency and quality of the University's interaction with its neighbors in Allston and Brighton.

The University, through a joint planning process with individuals and organizations from the community, has initiated a variety of programs that create greater community access to University facilities and events. Examples include:

- Allston-Brighton Day at Harvard Stadium during the football season.
- Allston-Brighton Night at a Harvard basketball game.
- Hockey clinic for All-Brite Youth Hockey League at Bright Hockey Center.
- Support of Allston-Brighton Library Art Exposition
- Hosting of Veronica Smith Senior Center fundraising luncheon by the Harvard Business School.
- Harvard Business School partnership with the Taft Middle School of Allston-Brighton.
- Support of the Allston-Brighton Women's League All Star Game.
- Support of West End House fundraising efforts.
- Scholarships to the Harvard Basketball Camp.
- Scholarships to the Harvard Swim School.
- Tickets to Harvard athletic events for community organizations.
- Access to Blodgett Pool for elementary school classes from Allston.

In addition, direct contributions of funds and equipment have been made by both the Business School and the Medical School to support youth and community programs at the Jackson-Mann Community School.

Viewed in conjunction with existing collaborative efforts like the Joseph Smith Scholarship Program, the recent initiatives provide a solid foundation for the continued development of a strong, productive partnership between Harvard University and the Allston-Brighton community.

Representatives of the BRA have suggested that community benefits associated with campus development activities might include additional landscape treatments at campus edges. Landscaping of Harvard's Allston campus has always been a priority. Additional tree planting or improved fencing at appropriate locations at the periphery of the campus will be considered in determining with Allston-Brighton representatives the priorities for community benefits associated with projects in the Master Plan. Due to the

high cost of landscape improvements, the precise type, extent and timing of such activities will require additional discussion with BRA and neighborhood representatives. In the next Update, Harvard will present, for the community's review, a concept plan for campus landscaping improvements. At that time, Harvard will discuss with the community, in the context of overall community benefits, the implementation of agreed upon improvements.

DEBRA KAVANAGH, DIRECTOR OF INSTITUTIONAL PLANNING
BILL MCCARTHY, ASSISTANT TO THE DIRECTOR
BRIAN JOYNE, PROJECT CONSULTANT

SUBJECT: HARVARD UNIVERSITY - ALLSTON CAMPUS
1991 MASTER PLAN UPDATE

EXECUTIVE SUMMARY

THIS MEMORANDUM REQUESTS THE BOSTON BOARD OF DEVELOPMENT APPROVE HARVARD UNIVERSITY'S ALLSTON CAMPUS 1991 MASTER PLAN UPDATE. THE BOARD HAS APPROVED THE ORIGINAL MASTER PLAN FOR THE FIVE-YEAR PERIOD OF 1986-1991 ON MARCH 27, 1986. CHANGES IN THE MASTER PLAN WHICH ARE REQUESTED IN THE 1991 UPDATE INCLUDE: (1) A TOTAL OF 2,50,000 SF OFFICE BUILDING AT THE OXFORD AVENUE; (2) THE FUTURE CONSTRUCTION OF A CHA-CH ON THE OXFORD SCHOOL PLANT; AND (3) THE FUTURE DEVELOPMENT OF A NEW CAMPUS ENTRANCE OFF OXFORD AVENUE. THE ALLSTON-DRUMMOND PLANNING AND ZONING ADVISORY COMMITTEE (PAZC) HAS APPROVED THE MASTER PLAN UPDATE.

1. BACKGROUND

A Master Plan for Harvard University's Allston Campus was approved by the Boston Board of Development on March 27, 1986. The plan defined a development program for the five-year period from 1986 to 1991 which included the following elements:

- Office of Information Technology:
 - 25,000 sq ft new construction
 - Estimated cost not yet determined
- Chiller Water Plant:
 - 25,000 sq ft new construction
 - Estimated cost not yet determined
 - Estimated completion in 2nd Quarter 1991

JUNE 6, 1991

M E M O R A N D U M

TO: STEPHEN COYLE, DIRECTOR

FROM: LINDA MONGELLI-HAAR, ASSISTANT DIRECTOR FOR NEIGHBORHOOD
PLANNING AND ZONING
GERRY KAVANAUGH, DIRECTOR OF INSTITUTIONAL PLANNING
BILL MCCARTHY, ASSISTANT TO THE DIRECTOR
BRIAN COYNE, PROJECT CONSULTANT

SUBJECT: HARVARD UNIVERSITY -- ALLSTON CAMPUS
1991 MASTER PLAN UPDATE

**EXECUTIVE
SUMMARY:**

THIS MEMORANDUM REQUESTS THE BOSTON REDEVELOPMENT AUTHORITY'S APPROVAL OF HARVARD UNIVERSITY'S ALLSTON CAMPUS 1991 MASTER PLAN UPDATE. THE AUTHORITY APPROVED THE ORIGINAL MASTER PLAN FOR THE FIVE-YEAR PERIOD OF 1989-1994 ON MARCH 27, 1989. CHANGES IN THE MASTER PLAN WHICH ARE REFLECTED IN THE 1991 UPDATE INCLUDE: (1) ACQUISITION OF A 50,000 SF OFFICE BUILDING AT 230 WESTERN AVENUE; (2) THE FUTURE CONSTRUCTION OF A CHAPEL ON THE BUSINESS SCHOOL CAMPUS; AND (3) THE FUTURE DEVELOPMENT OF A NEW CAMPUS ENTRANCEWAY OFF WESTERN AVENUE. THE ALLSTON-BRIGHTON PLANNING AND ZONING ADVISORY COMMITTEE (PZAC) HAS APPROVED THE MASTER PLAN UPDATE.

I. BACKGROUND

A Master Plan for Harvard University's Allston Campus was approved by the Boston Redevelopment Authority on March 27, 1989. The Plan defined a development program for the five-year period from 1989 to 1994 which included the following elements:

- Office of Information Technology:
 - 84,000 gsf new construction
 - Timetable not yet determined
- Chilled Water Plant:
 - 20,000 gsf new construction
 - Now under construction, anticipated completion in 2nd Quarter 1991

- Cumnock Hall:
 - 16,134 gsf renovation for emeritus faculty offices
 - 2,000 gsf new construction of office space
 - Now under construction, anticipated completion in 2nd Quarter 1992
- Morgan Hall:
 - 50,000 gsf renovation for faculty offices
 - 65,000 gsf new construction of office space
 - Now under construction, anticipated completion in 3rd Quarter 1992
- Racquet Facility:
 - 90,000 gsf new construction
 - Demolition of Carey Cage (8,000 gsf)
 - Anticipated completion in 1995
- Baker Library:
 - 128,228 gsf renovation
 - Anticipated completion in 1999

II. 1991 MASTER PLAN UPDATE

The 1991 update of the Allston Campus Master Plan details the status of projects identified in the original Master Plan, as well as others which have evolved subsequent to the original plan's approval. The major changes in the Master Plan, identified in the update, are as follows:

- 230 Western Avenue
 - Acquisition of a 50,000 gsf office building
 - Gradual replacement of existing tenants with Harvard office space
- Business School Chapel
 - 8,000 sf of new construction
 - Construction timetable not yet determined
- New Campus Entrance off Western Avenue
 - Construction of prominent south entrance to the campus
 - Start of construction within the next five years
- Soldiers Field Park Housing Complex
 - Temporary use of 70 units for faculty/staff offices
 - No tenant displacement involved
 - Return of space to residential use in early 1993

Traffic and Parking Impacts

The original Allston Campus Master Plan contemplated little traffic and parking impacts resulting from Master Plan projects, due primarily to the nature of the proposed projects. The Master Plan Update similarly asserts that the additional projects identified in the Update will have little impact. With respect to the 230 Western Avenue Project, its use of the building for offices will be synonymous to the building's current use, thereby not resulting in any additional traffic and parking impacts. The creation of a new campus entranceway off Western Avenue will contribute to the improvement of overall campus traffic circulation.

Community Review

The Master Plan Update underwent extensive community review, including the Harvard University Master Plan Task Force, the Allston Civic Association, and the Allston-Brighton Planning and Zoning Advisory Committee. All three (3) entities have recommended approval of the 1991 update.

Community Benefits

The Master Plan Update contains information on community benefits provided by Harvard to Allston-Brighton residents. The principal benefits provided include:

- Use of recreational facilities by various community groups
- Sponsorship of and contributions to various community projects and events
- Contributions of funds and equipment to the Jackson-Mann Community School
- Provision of scholarships to Harvard-run summer camps
- Commitment to making landscaping improvements along the periphery of the campus

III. CONCLUSION

Staff recommends approval of the Harvard University-Allston Campus 1991 Master Plan Update.

VOTED: In accordance with the provisions of Article 27F of the Boston Zoning Code, Allston-Brighton Interim Planning Overlay District, the Boston Redevelopment Authority approves the Harvard University-Allston Campus 1991 Master Plan Update.